



Preparing for the Unthinkable

Active Shooter Incident
Management

Security Essentials Seminar

Hosted by Building Owners and
Management Association (BOMA)

June 20th, 2017



K Calder
& Associates



Why are we
here?

Nanaimo



Incident management

Four Phases of Emergency (Crisis) Management:

Mitigation/Prevention

What can we do to reduce or eliminate risk to life and property?

Preparedness

What is your process for planning for the worst-case scenario?

Response

What actions do we take during a crisis?

Recovery

What actions and supports do we need to restore to the pre-incident status?



Quiz

True or False?

- For the most part active shooters are “crazy”
- Most active shooters have a criminal record
- The perpetrator showed no warning signs prior to the attack
- People just “snap” - there is no triggering event
- Most active shooters have no connection to the target location
- Most active shooters use assault rifles
- Incidents occur in big cities

'Active shooter' defined

- A person armed with a firearm(s) who is actively engaged in killing or attempting to cause serious injury or harm to multiple people in a populated location



'Active assailant'

- A person armed with a weapon(s) who is actively engaged in killing or attempting to cause serious injury or harm to multiple people in a populated location



'Barricaded subject'

Hostage taker



An armed individual who may or may not use deadly force, has restricted access to victims, and will be eventually will be contained with hostages.

Motivations

- Substantive: Motivated by things the perpetrator cannot obtain: money; social or political change; and escape. Hostages are used as pawns to achieve their goals.
- Expressive: Motivated by a loss, including job loss or relationship. Individuals act out of emotion and often behave in senseless, or reckless ways with no clear goals.

General features of active shooter incidents

- Incidents often occur in confined or controlled areas of high target concentration
- Incidents often involve soft targets such as shopping centres, schools and other locations of “public mass gathering”
- Most incidents evolve rapidly and are often over in 10-15 minutes
- Many active shooters will continue to attempt to harm victims until confronted by law enforcement, or another type of intervention, or until they commit suicide
- Most incidents are not generally resolved through negotiation or other peaceful means.

Active Shooter Analysis

Research and Findings

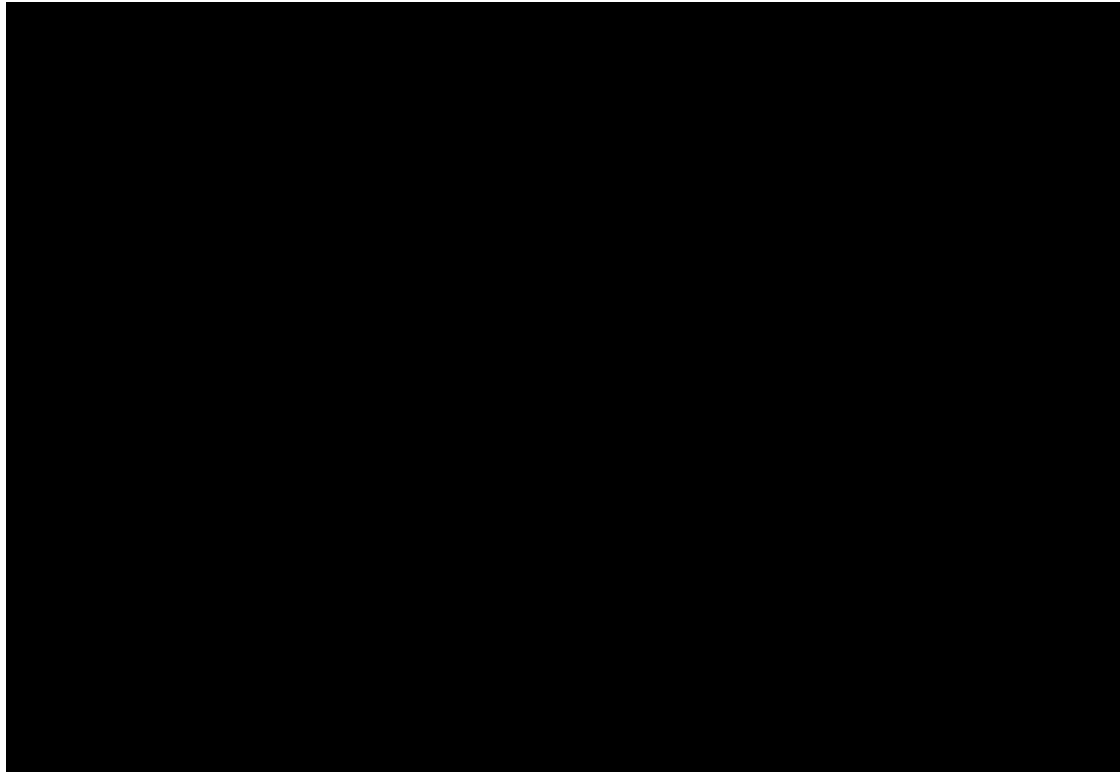
Canadian Incidents

Date and Location	Details	Weapons Used	Perpetrator
October 10, 1902 Altoona Manitoba	4 Dead 2 Wounded	Handgun	J.J. Toews Employee
May 8 th , 1984 Quebec Assembly Quebec City, Quebec	3 Dead 13 Wounded	“Sub-machine gun”	Denis Lorte Public
December 6, 1989 Ecole Polytechnique Montreal, Quebec	14 Dead 14 Wounded	Ruger Mini 14 Semi- Automatic Rifle Knife	Marc Lepine Part-time Student
August 24, 1992 Concordia University Montreal, Quebec	3 Dead	3 handguns	Valery Fabrikant Employee
April 28, 1999 OC Transpo Ottawa, Ontario	4 Dead	Rifle	Pierre Lebrun Employee
October 21, 2009 Worker’s Compensation Board Edmonton, Alberta	0 Dead 9 Hostages	Rifle	Patrick Clayton Service Recipient
September 13 th , 2006 Dawson College Montreal, Quebec	1 Dead 19 wounded	Semi-Automatic Rifle	Kimveer Gill Public
	1 Dead 3 Wounded	Rifle	Kevin Addison Former Employee

Quebec National Assembly 1984



Edmonton Worker's Compensation Board Hostage Incident 2009

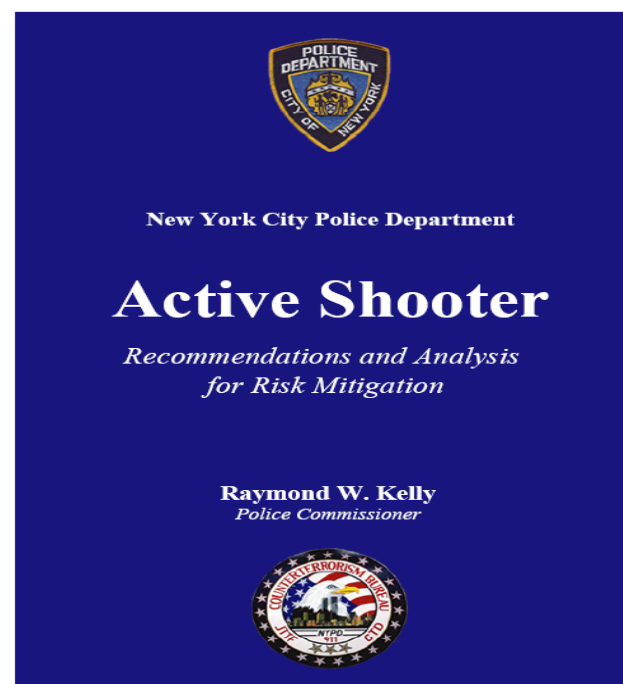


Patrick Clayton

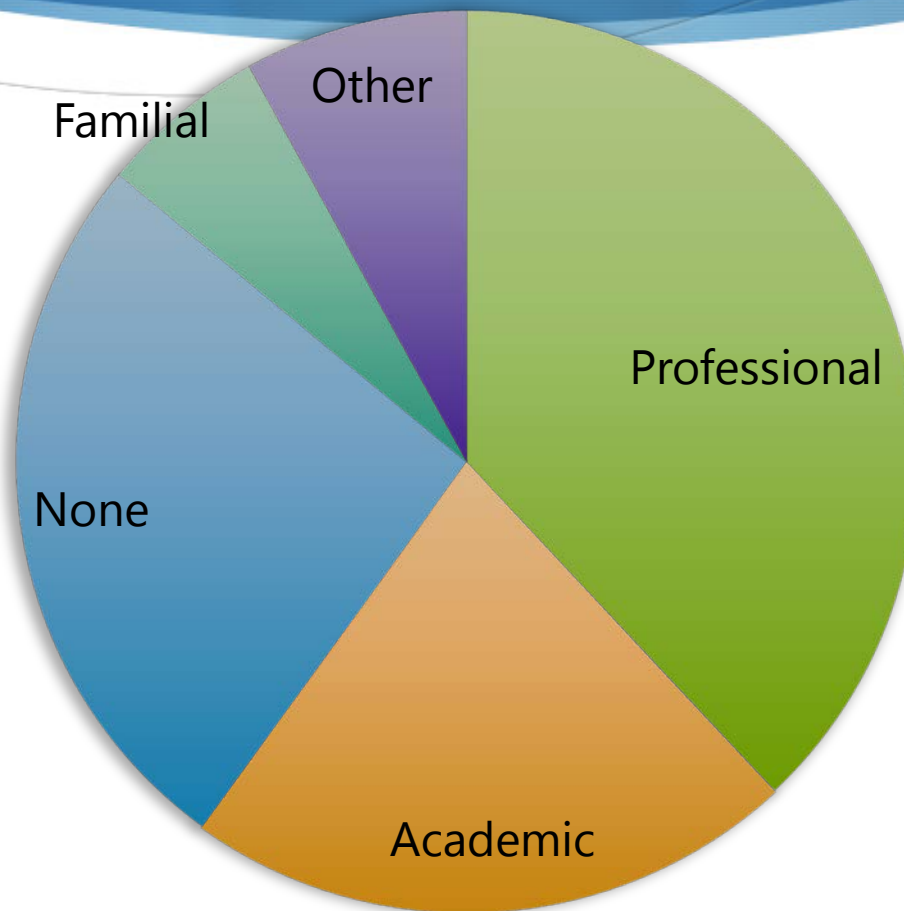


NYPD Active Shooter Recommendations and Analysis 2012 Edition

- Prepared by the NYPD Counter-Terrorism Bureau (2010 and 2012)
- 1966-2012
- N=324 incidents



Relationship of attackers to victims



Number of incidents by location

Location Type	Number of Incidents	Percentage
School	68	24%
Office Building	31	11%
Open Commercial	67	24%
Factory/Warehouse	33	12%
Other	80	29%
Total	279 (up to 2012)	100%

Number of incidents by resolution


Resolution	Number of Incidents	Percentage
Applied force	99	43%
No applied force	37	16%
Suicide/ Attempted suicide	93	40%
Attacker fled	1	<1%
Total	230	100%

Number of incidents by year

Year	Number of Incidents	Year	Number of Incidents
2000	2	2006	11
2001	7	2007	15
2002	5	2008	12
2003	15	2009	22
2004	7	2010	20
2005	9	2011	11
		2012*	17

* Incidents up to December 21, 2012

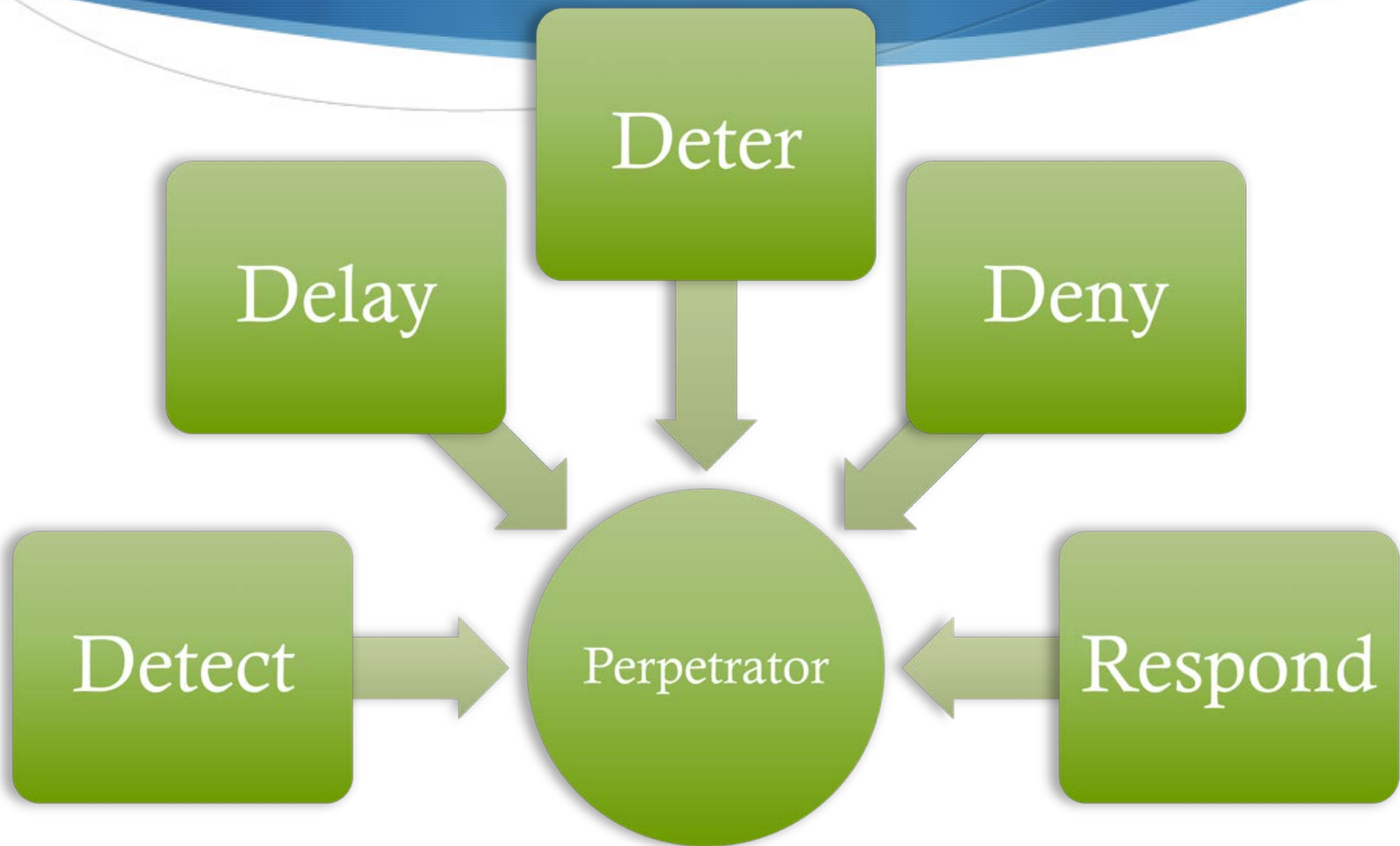
Incidents by country

A world map is visible in the background, showing the continents of North America, South America, Europe, and Asia. The map is rendered in a light blue and green color scheme, with the oceans in a darker blue.

<i>Country</i>	<i>Incidents</i>
United States	271
Canada	8
Germany	7
Australia	5
United Kingdom	4
Israel	3
Finland	2
France	2
India	2
Italy	2
The Netherlands	2
Other (16 countries)	1

Prevention

Principles of prevention



Organizational recommendations

- Complete Security Risk Assessment (focus on vulnerability to active shooter)
- Pre-identify evacuation routes and mustering areas
- Identify access-controlled safe areas
- Identify critical incident coordinator(s) (for liaison with emergency responders, stakeholders)
- Develop and deliver site-specific drills and exercises
- Have facility documentation available (hard copy/electronic floor plans, staff and stakeholder lists/emergency contact information etc.)
- Have accessible CCTV surveillance at command centre (mobile and fixed, primary and secondary)
- Implement facility-wide emergency notification systems (personal and facility)

Contingency planning

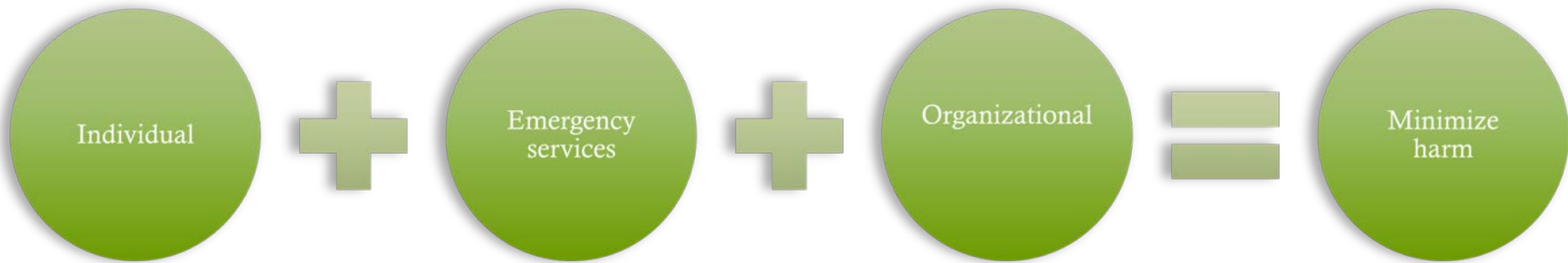
- Multi-disciplinary approach
- Consider a range of scenarios and responses
- Exercise and test your plans
- Utilize a range of approaches to engage stakeholders:
 - Seminar (educational, provides initial forum for discussion)
 - Workshop (similar to a seminar but builds specific products, i.e. plans, policy, procedures)
 - Table top exercise (discussion with simulated scenarios)
 - Operations-based (drills, department - specific)
 - Functional exercise (multi-disciplinary, table top)
 - Full scale exercise (multi-disciplinary, mock event)





Response

Integrated and multi-disciplinary responses



“Run, Hide, Fight”

Security Assistance

Security Assistance



What—is occurring?



Where—is it occurring?



When—did it start?



Who—is doing it?



Why—is it occurring?

Operational Response

Lockdown

- Have a signal code to activate lockdown
- Lock doors (physical or electronic)
- Identify safe areas
- Account for workers, visitors, students etc.
- Establish communications
- Report of individual with a weapon (no active threat)

Evacuate

- Is evacuation an option?
- Have evacuation routes pre-identified
- Individuals will do what they want
- Various levels of control over employees, students and the public
- Report of active assailant (imminent and ongoing harm)

Emergency Operations Centre

Staffed by representatives of the organization(s), first responders (police, fire, ambulance) and security/operational representatives



Incident Command System

Management (Command)

- Overall emergency policy & organization

Operations

- Tactical response actions

Planning

- Establishing basis for action plans

Logistics

- Providing equipment & services

Finance

- Managing finances and administration

Operational Roles and Responsibilities

- Activation of emergency notification system(s)
- Appoint incident commander until police arrive (identify when incident command is transferred)
- Remote or physical access control
- Deactivation of systems (e.g. fire alarms)
- Remote surveillance during incident (CCTV)
- Institute evacuation or lock down
- Liaison with emergency responders
- Identify triage location and support emergency responders
- First Aid
- Restrict access to the facility/scene containment (establish perimeter)
- Confirming presence or absence of workers/students
- Participate in Incident Command System

Recovery

Key immediate actions

- Notify senior executive and stakeholders
- Identify affected employees/students
- Determine notification requirements
 - Family
 - Stakeholders
 - Workers/students
- Identify point of contact for media enquiries
- Identify point of contact for employee/family enquiries

Medium / long-term considerations

- Stabilize the situation
- Notification of WorkSafe BC (worker related)
- Notification of internal and external stakeholders
- Determine any operational impact (business continuity)
- Determine steps to secure, clean, and re-open facility
- Conduct internal incident review
- Corporate communication strategies
- WorkSafe BC investigation

Business continuity



Considerations

- What is the estimated time for the investigation?
- Does the facility need to be secured after the investigation is completed?
- What critical infrastructure has been affected?
- What clean up is required?
- What staff are available?
- Is there a requirement for a alternative location?

Contact information

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